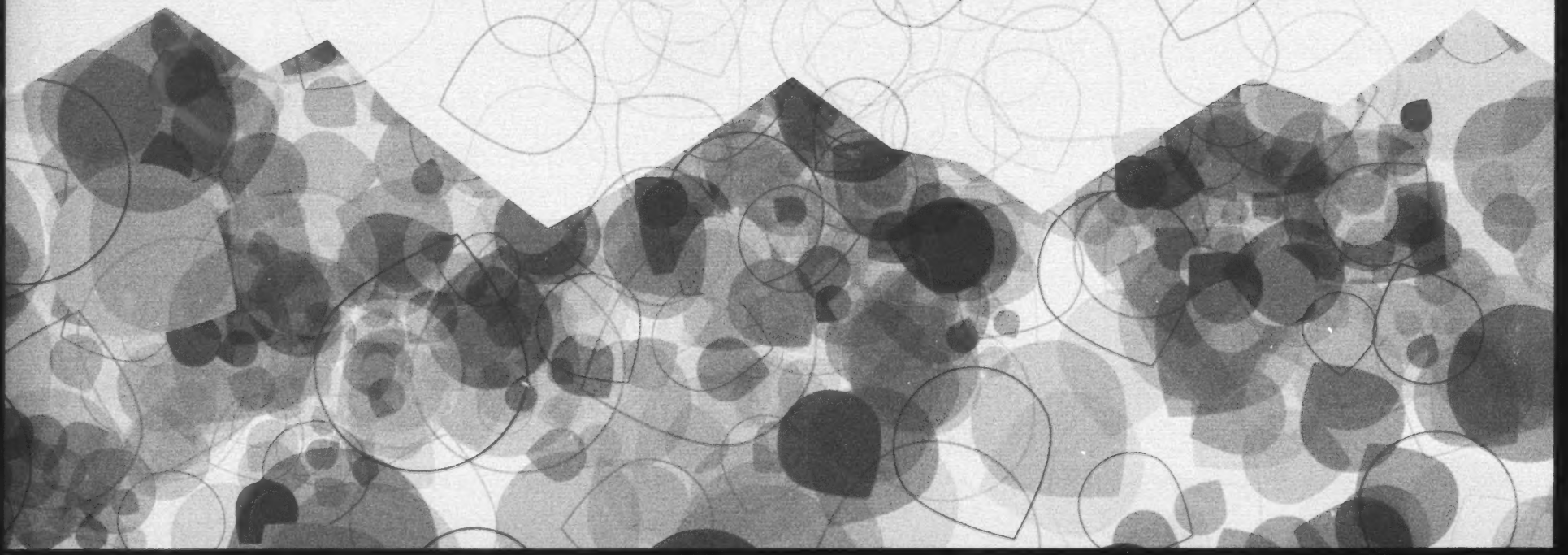
BRITISH COLUMBIA
BC Public Service

Where ideas work

BC Public Service Agency Annual Report

2013/14



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A Message from Lynda Tarras

This year, we have taken a different approach to our annual report. While we continue to include detailed financial and performance data, consistent with previous versions, we chose to focus more on feedback from those who used our services to tell the story of what is working well and where we need to refine our efforts in meeting customers' expectations.

I am confident we will meet these expectations, precisely because we have already established a track record of success. The past year has been one of great change and challenge but also one of great accomplishment. During a period of significant fiscal restraint, the BC Public Service managed to maintain its overall workplace engagement score, dropping only one point from 2011. Our shared focus on examining ministry mandates and business processes through a Lean lens has resulted in 18,000 employees receiving basic Lean training and 130 business improvements being implemented across the public service. The successful negotiation of a five-year collective agreement is a significant achievement which positions us for stability as we continue to focus on how we can best serve the citizens of British Columbia.

In what you've told us, four key themes emerged. Our customers expect timely service. They need consistency of knowledge and expertise. They also want to reduce the effort they expend in securing answers to their human resource inquiries. Finally, they are looking for a strategic partner who understands their business and their needs. We couldn't agree more that these expectations should be driving how we deliver service. The BC Public Service Agency's vision of being an ally for success informs every decision we make and every service we provide.

In order to fully achieve this vision we have more work to do. We want our customers to have an exceptional experience from their first contact with us until their service request is concluded. Throughout the coming year, we will continue to focus on improvements in delivering quality to our customers through every service transaction, every product and every piece of advice.

Our vision is, I believe, absolutely attainable. I look forward to continuing to demonstrate our commitment to becoming a trusted business partner with you.

Lynda Tarras,
Deputy Minister, BC Public Service Agency

Organizational Context

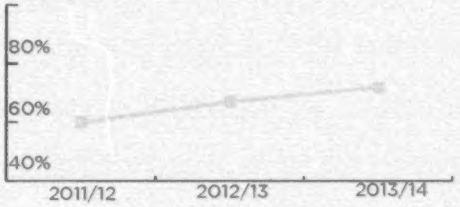
Since we transformed our business and launched MyHR in 2011, we've been listening to what customers are telling us about where improvements are working – and where we need to do more. Through continuous attention to feedback, we measure our performance against customer expectations of quality. This report reflects what we have heard and profiles actions we are taking: very deliberate steps to consistently improve the quality of our service.

We are proud to say that we are at 98% of our service level agreement goal that "all data transactions will be processed without error."

+10%

from last year.

When a customer tells us "the [Agency] is much more responsive to questions than they were three years ago when I first began using your services," we know we are on the right track towards achieving our service delivery goals. Our survey results also show corresponding improvements, for example a 12% increase in overall satisfaction since fiscal 2011/12.



When that same customer adds "Occasionally I get a new staff member who doesn't have the background to understand how to ask questions that would give me better service...," we know there is further room for improvement.

Our customers have helped us to define what quality means to them, so we're prioritizing reliability, responsiveness, and relationships in our service culture and in our decisions about where to invest in improving the customer experience.

Reliability

Be there for customers with consistent and reliable knowledge and advice, and follow up as many times as we need to. Building on a foundation of reduced transactional errors, we are enhancing reliability to provide:

- a seamless experience where no matter what stage of a service request customers are at, they know who to turn to if they have questions; and
- access to the right expert at the right time.

Responsiveness

Rather than being reactive, this means our experts and processes are agile enough to respond to diverse and evolving customer needs. Collectively and in each individual service

interaction, we are working to increase responsiveness by:

- answering questions in a more timely way; and
- ensuring our experts ask the right questions to understand current needs and evolving situations as they develop.

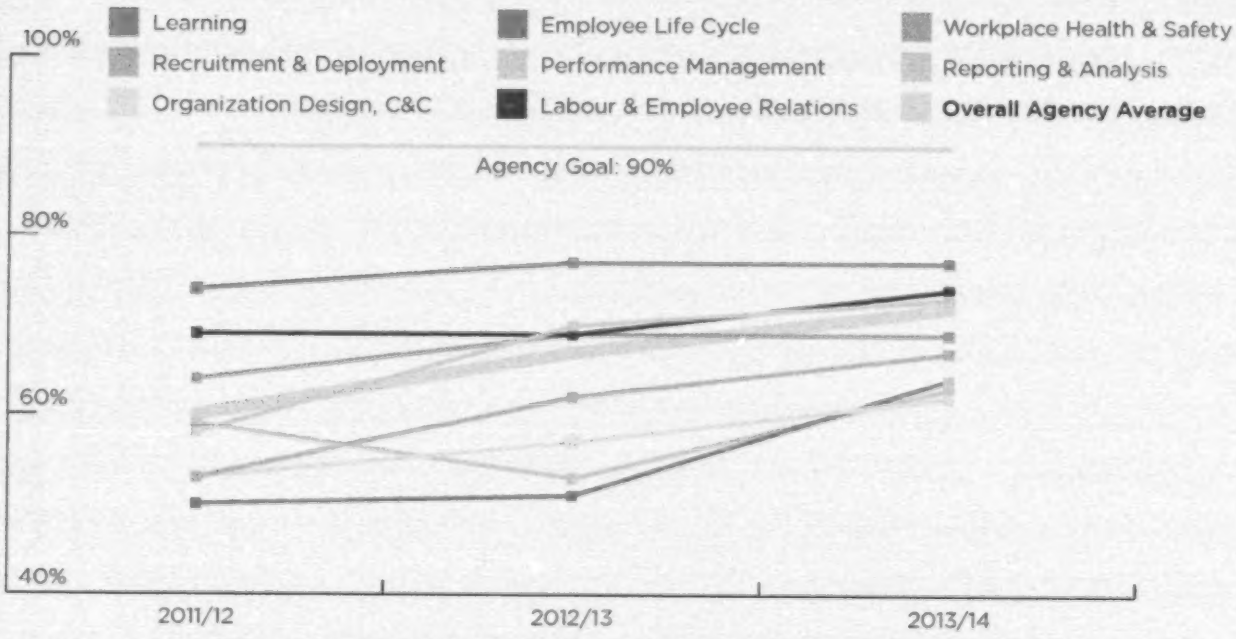
Relationships

We care about customers and their business. From the moment customers contact MyHR, they should feel that no matter whom they interact with, they have confidence that:

- we care about their business;
- we seek to know them and understand what is important to them;
- they will be treated with respect and receive individualized attention.

CUSTOMER SERVICE SURVEY RESULTS 2013/2014

ALL LINES OF BUSINESS FISCAL YEAR 2012/13 - FISCAL YEAR 2013/14



The Voice of the Customer:
Customer Service Survey Results 2013/14

"I think that MyHR and AskMyHR are both great. I like to be able to help myself on the simple stuff and then use the online AskMyHR when I need help. I would do even more things online if they were available. The TA extension service is a great example. Thanks for being there when I need you. HR can be confusing. It's nice to have people to turn to.

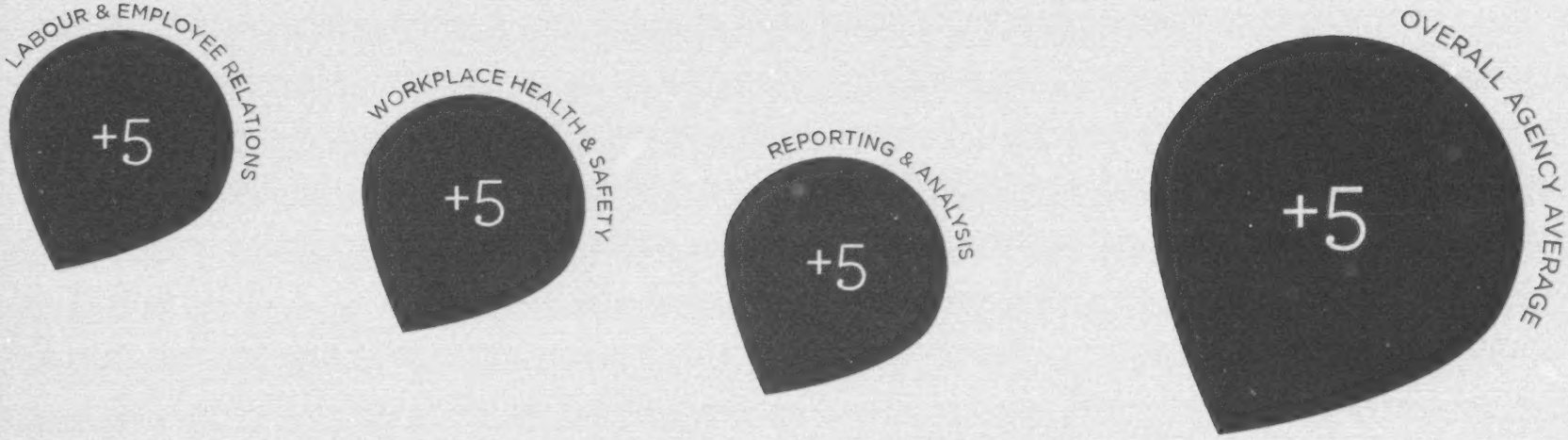
I received prompt and professional service in dealing with a sensitive matter. I am grateful for this.

I was contacted by [an Agency] rep about a staff returning to work after [long term disability]. She worked with me through the process, provided necessary forms and links and met with me in person afterwards for discussion. Even when she was away, I was provided with another contact person who helped me through a step that I had to deliver in short timeframe.

They provided the guidance that I required when an employee was injured at work. They helped me find and direct all required paperwork. They were helpful for the employee. Also there was a follow-up email to see if we needed anything else.

We worked with [the Agency] to hammer out the details of an employee who was going on Maternity Leave, wanted to tack her vacation together just prior to leaving, and was having some issues with sick time; a very detailed and non-standard case. They were wonderful in the advice provided, it was timely, the direction made sense to us and the employee. This employee is happily on Maternity Leave without a hitch in her pay or documentation...

I was able to talk to someone and what I needed to get done was done with ease. It was very simple and quick.



I love using the MyHr Ask a question. I always receive acknowledgement of my question, a response email and I can track all my items and I don't have to keep a separate list of requests that were sent in. Everything is in one place for me. I always have the option of direct contact with a person in the [Agency] as well but the electronic process has worked extremely well for me.

The coach was very helpful with tough questions that forced me to rethink and act in a few areas related to how I do my work as a manager and leader.

It was great, the MyHR specialist was able to quickly assist me with my problem and help me solve it as well as provide me with tips on how to avoid the problem in the future.

I appreciate the Contact Us format and service request process - the timeliness has been wonderful and as expected. Thanks overall for being available, and making it so I can manage my staff well.

The staff member who assisted us was a great resource and provided excellent support. She was real about the issues and the solutions. This area can cause a lot of anxiety for management and the support we received was very much appreciated.

I was very satisfied with my experience with Employee Relations. The investigator was very professional, knowledgeable and competent. The advice of Employee Relations was also very much appreciated. Even when we infrequently disagreed, I felt my views were respected.

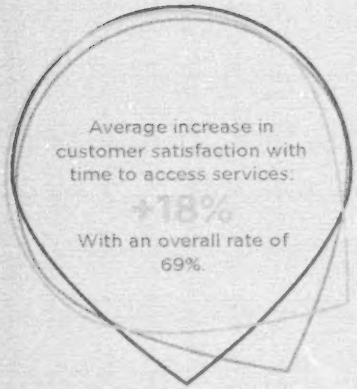
I received excellent service from the staff with respect to my inquiry about organizational design. She responded quickly and with added value - offered fair and objective insight and provided great suggestions on approach.

We are happy to hear customers' feedback, and know that we have room to improve...

Our Approach to Continuous Improvement

Across the BC Public Service Agency, we're focusing our continuous improvement efforts in four areas customers have told us are a priority.

- Improving the Timeliness of Our Service
- Reducing Customer Effort
- Better Understanding Customer Needs
- Ensuring Consistency of Advice



Improving the Timeliness of our Service

1. Accessing us quickly

Across our lines of business, the question in our quarterly customer service survey with the greatest single improvement was "satisfied with the amount of time it took to access the service."

With one number to call, a robust website with HR information available at the customer's convenience, and the ability to submit and track service requests online through AskMyHR, we have already taken steps to make accessing our HR services quicker and easier.

This year, we added additional convenient ways to access HR resources on demand: the Executive Dashboard, Manager Dashboard, and five new automated payroll and HR data forms. We also integrated sites like the Job Store into MyHR so that our services live under one roof. In the coming year, we will be making additional improvements to MyHR and other self-service tools, in response to customers who tell us they appreciate the accessibility of self-service tools.

We have also been working to connect customers more quickly to our specialized services when needed. For example, in Labour Relations, we fully met our service level agreement of a one business day turnaround time from point of service request to first contact with an investigator. We've made strides to connect our customers quickly with an LR investigator when they need one, and have maintained that improvement over the past year.

At the same time, we have not yet achieved our goal for time to other access services. In some areas such as Recruitment

and Deployment and Employee Life Cycle, the numbers tell us we need to more consistently connect customers to the right person more quickly. We're making that a priority.

2. Prevention vs intervention

As an organization, we move quickly when employees face challenges that may impact their teams and larger workplaces. We're doing an exceptional job of managing absences from work – leading the country in taking a proactive, holistic approach to workplace health and safety and labour relations.

Taking the bigger view, we are also providing timely service by getting out in front of potential issues that can impact work productivity, such as conflict in the workplace, and engagement. We are delighted to say that this year, we again exceeded our Labour and Employee Relations service level target around resolving grievances.

The following tools and programs enable this proactive support for supervisors and employees:

- The Respectful Workplace Program - a corporate initiative providing information and resources such as respectful workplace meeting materials for supervisors to foster a positive workplace and demonstrate the BC Public Service's commitment to safe and respectful workplaces.
- My Good Health suite of tools – continual promotion of online tools designed to assist employees in taking control of their health.
- Mental health and stress resources - delivery of 27 Healthy Minds Workshops in 2013 and implementation of the Mental Health Matters initiative.
- Supervisor Essentials training and Supervisor Development Certificate – a comprehensive program designed to enhance leadership skills. The first cohort of participants is graduating this year.
- Performance Coaching services - customers recently indicated strong support for this service which empowers employees to assess and develop their core competencies, as well as build high-performing teams.

Going forward, we are working to provide the full spectrum of conflict resolution services, helping customers to manage conflict in their workplaces to prevent escalation to grievances and investigations.

98% of the time, grievances are resolved prior to proceeding to full arbitration hearings; in this area, we exceeded our commitment of 95%.

3. Quick mobilization

To be timely, our system needs to be nimble. We have demonstrated our ability to pull together special teams from across our organization when ministries encounter challenges or urgent needs. Our service delivery model means we can pull together the resources needed quickly and hit the ground running.

For example, last year when the province of B.C. needed to take on responsibilities that had previously belonged to the Canadian Food Inspection Agency, the Ministry of Agriculture approached us for help putting together the provincial team mandated to perform abattoir inspections. We brought together the necessary Agency experts in project management, organizational design, organizational development, classification, exclusion, recruitment and hiring, and labour relations to successfully create the team of approximately forty employees within an ambitious timeline.

"Overall have received great service and support to build a new provincial program in less than a year. Great team at [the Agency]!"

Reducing Customer Effort

1. Creating efficiencies

Eliminating extra steps, making processes more clear, and ensuring resources are effectively allocated have been, and continue to be, priorities. Through our business model transformation, we have increased our self-service resources so customers have 24-hour access to HR information, freeing our experts to develop the deeper knowledge and skills needed to be responsive in a changing and challenging HR landscape.

"From initial requests to when postings went live took 8-10 days. Most of this was spent waiting for a hiring advisor to be assigned. The entire process was overly complicated and had too many people involved. A more streamlined, one stop shop, quick and efficient method of posting a position would be very beneficial to my organization's needs."

Hiring is one area where we've heard loud and clear that our customers are looking for faster results, including fewer delays at different stages of the hiring process.

In response to customer feedback, the Hiring Centre is exploring ways to further streamline the hiring experience. We are working to reduce steps in the process, and are currently evaluating the customer's experience from first contact to the point of posting a position in order to create additional improvements. By reducing touch points, we will create a more streamlined experience with fewer points of contact for our customers. The intent of these changes is to reduce the amount of effort for hiring managers.

We have seen a **+39%** increase this year in the utilization rate for e-learning courses (exceeding our service level agreement commitment of 25%).

2. Information and tasks made easier

We're making things easier for customers by providing more options for accessing services in ways that work best for them. The tools we've introduced reduce customer effort by increasing the information available to employees, making information easier to find and automating tasks. They also support diversity by providing options for people who prefer to do things themselves at their convenience. Customers have told us they appreciate having the choice to help themselves through easy and convenient tools.

Last year, we launched the Manager Dashboard (deployed to 5,758 managers and supervisors throughout government), and five HR and payroll automated forms that allow managers to access information and easily complete tasks themselves. Our Business Intelligence Program significantly improved reporting capabilities in the Agency through a new suite of tools, including an HR Analytics website featuring automated workforce planning reports and an Executive Dashboard.

E-learning is becoming an increasingly popular choice for employees. In May 2014, we launched another improvement, a new learning management system, to make it easier to register for courses, access learning and track learning for oneself and one's direct reports. Key features of the new system include:

- More intuitive access and navigation.
- Easier access to e-learning courses, program information and learning resources.
- More self-serve options to review learning records.
- One-stop course registration.

We will continue to refine tools and services like these as customer feedback tells us where opportunities lie to make information and tasks easier.

Better Understanding Customer Needs

1. Going the extra mile and asking the right questions

Responses to two questions indicate we need to do a better job of being responsive to customer needs:

- "My service request was important to the Agency": 61% of customers agreed, a 4% improvement from fiscal 2012/13.
- "Agency staff went the extra mile": 60% of customers agreed, an improvement of 8%.

Customers' comments indicate we need to improve status updates, be clearer on timelines, and provide more complete information, more clarity regarding next steps in the process and improved follow-up.

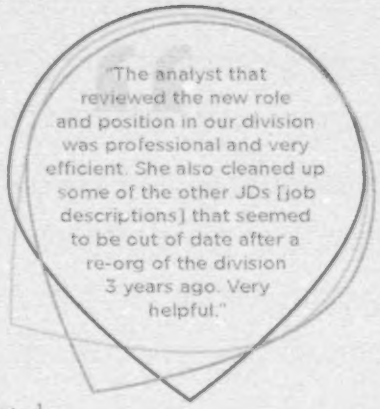
Over the past year, the Agency has increased its focus on a service culture where employees work toward enhanced reliability, responsiveness, and a consistently great relationship with customers. We will continue to reinforce this culture.

Comments also suggest we need to do a better job of being responsive to individual needs. Going the extra mile includes taking time with customers to tailor each conversation so that customers feel heard, respected, and confident of their next steps. This kind of feedback tells us we need to intensify our focus on service and process improvements where our employees focus not only on completing a request in a timely way, but also taking the time to engage with customers, assess and anticipate their needs, and confirm the customer's understanding.

In the past year, we have trained our service representatives and HR Advisors to build their capacity in drawing out from customers a fuller understanding of their knowledge level, situation, and needs.

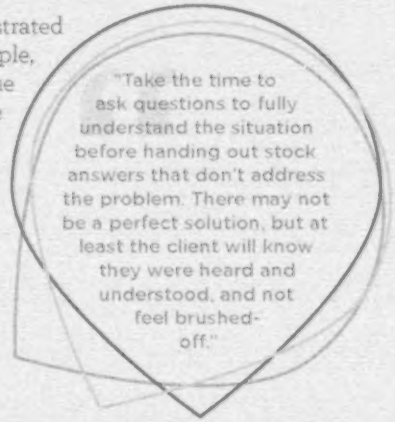
2. Experts delivering specialized services

Customers have indicated that in some of our lines of business, we are squarely hitting the mark when it comes to understanding their unique needs and supporting their success. For clients of Business Consulting and LeanBC, we have fully delivered on meeting 100% of our commitments. Customers have commended these specialized services for helping them reach their organizational goals.


"The analyst that reviewed the new role and position in our division was professional and very efficient. She also cleaned up some of the other JDs [job descriptions] that seemed to be out of date after a re-org of the division 3 years ago. Very helpful."

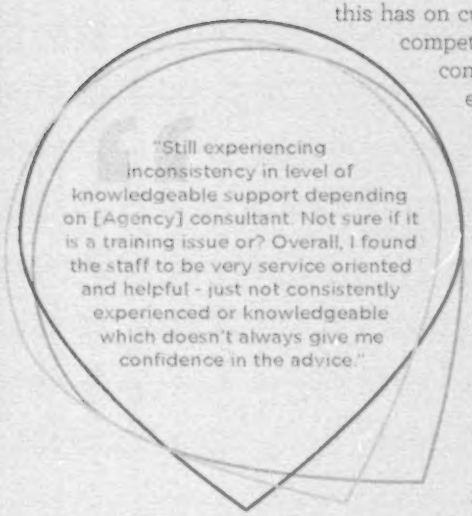
Our experts in Executive Account Management have similarly set the bar in understanding customer needs: they take a strategic approach to responding with integrated service solutions for large-scale initiatives.

In other areas, we have demonstrated continued improvement. For example, we continue to see success in the experience of our performance coaching customers, particularly in their self-assessment "that their performance improved as a result of coaching."


"Take the time to ask questions to fully understand the situation before handing out stock answers that don't address the problem. There may not be a perfect solution, but at least the client will know they were heard and understood, and not feel brushed-off."

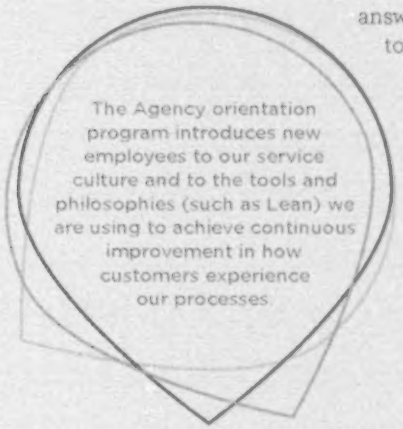
Ensuring Consistency of Advice

The word "consistency" has appeared in customer feedback about multiple lines of business, and we recognize the impact this has on customer confidence. While satisfaction with competence and knowledge is 73% overall, customer comments reflect a perception that some employees are more knowledgeable than others.


"Still experiencing inconsistency in level of knowledgeable support depending on [Agency] consultant. Not sure if it is a training issue or? Overall, I found the staff to be very service oriented and helpful - just not consistently experienced or knowledgeable which doesn't always give me confidence in the advice."

In response, we are focussing on equipping our people to deliver knowledgeable, seasoned HR advice. We have continued to develop and refine tools and training to support consistency and reliability. In the coming year, we will build on this foundation and continue to cultivate a culture of customer service excellence at every level throughout the organization.

At the same time, we know that in looking for the same knowledge from every expert, customers are not looking for stock answers that don't respond to the nuances of their situations and needs. In our commitment to improve the consistency of their experience, we are not going to replace "expert answer" with "rote answer."


The Agency orientation program introduces new employees to our service culture and to the tools and philosophies (such as Lean) we are using to achieve continuous improvement in how customers experience our processes.

In the next year, we will empower employees to better communicate with customers when cases become more complex and we need to shift our response. For example, if advice has been provided on a given situation, and additional information comes to our attention requiring a shift in our response, we need to better explain how this new information has impacted the original advice. Prioritizing this improved communication is part of our foundational culture of customer service excellence.

The Year Ahead

Looking ahead, we remain committed to continuous improvement as driven by the feedback of our customers. We are working on a number of service enhancements and program refinements that will better respond to your HR needs.

Online Services

Ease and use of online tools is pivotal to great service. We've heard loud and clear that our existing time and leave management system does not fully meet the needs of our customers. Most employees currently update their hours and leave with Time On Line. This system will be replaced with a new time and leave management system this fiscal year. It provides a simple and consistent way for employees to request leave and an easy way for supervisors to monitor requests and provide approval. It will be easy to find along with your other tools in Employee Self Service.

We will also be proceeding with planned enhancements to our Manager Dashboard, development of new e-forms and other improvements to MyHR.

Finally, we will be focusing on making our services more accessible by better informing our customers about the diversity of tools and supports available, and how to access them. We want to ensure customers view us as their first choice for HR services.

Hiring

Building on your feedback, we recognize that our processes related to hiring require improvement. We are currently working on a more streamlined approach that reduces the number of touch points to enhance customer satisfaction, ultimately getting the right people in the right jobs at the right time.

We also understand that one approach does not fit all and we are working to tailor our services accordingly. In that regard, access to additional hiring support is available to respond to critical recruitment needs. These services include, but are not limited to, full screening, chairing interview panels, preparing interview binders, documenting rating guides and completing reference checks. In an effort to be responsive to our customers' needs, we recognize that we must offer different levels of support for hiring managers based on their experience and requirements. We will be measuring and monitoring customers' experience to ensure what we are doing works and to continually improve our approach.

Succession Planning

Building on the executive talent management strategy, our focus will turn to succession planning at the leadership levels. In addition to ongoing supervisor professional development and enhancing the tools they need to manage effectively, new resources will be made available to identify, develop and retain the next generation of leaders.

Amongst those tools will be a new 360° assessment tool for all supervisors from the business leadership classification level and up, as well as additional courses linked to core leadership competencies.

We will also be helping our Strategic Leaders to build their skills and leverage their learning through a variety of career experiences across the BC Public Service. Ultimately, our goal is to support our future leaders in building a career path that will benefit both the employee and the larger organization.

Lean

We are encouraged by how the Lean philosophy has been embraced by public service employees and the Agency will continue to play an integral role embedding Lean across our organization. We'll do this by shifting from Lean showcase projects toward a greater focus on making continuous improvement activities commonplace, for example through half-day Lean Where You Work workshops. In addition, we will build capacity by applying Lean successes more broadly across the public service in areas where all ministries could benefit, such as Freedom of Information, contracts, and correspondence.

Dispute Resolution

We currently have a robust Labour Relations approach to dealing with conflict. It is based on the collective agreement and focused on the rights associated with that agreement. We also provide other services, such as performance coaching, alternative dispute resolution, health and safety assessments, training, and a respectful workplace program to proactively help employees manage workplace conflict.

Increasingly our customers are telling us that one size does not fit all when it comes to dealing with conflict in the workplace. We have heard they want more support and skills to deal with workplace issues as they come up, and to have the option of conflict coaching and mediation to help manage staff conflict, rather than proceed immediately to investigations.

We are listening to that feedback, and are working towards ensuring we provide customers with the right tool at the right time: services and supports that both manage conflict and preserve relationships across work units.

We are committed to valid and reliable performance measurement. The customer voice and the quality of their experience are the most important performance measures we have. Creating a new measurement framework that will enable us to assess more meaningfully our customers' experiences will be an ongoing and important focus for us over the coming year.

Ultimately, we recognize that the changes and challenges our customers have confronted over the past year will continue to shape their HR needs. Continuing to deliver the planned improvements mentioned above will be key areas of priority for us; however, we will only be successful if we remain flexible and adaptive in meeting their expectations and in responding to their evolving needs.

Appendices

A. Agency Performance Against Service Commitments

Service	SLA Commitment	Target	2012/13 Achievement	2013/14 Achievement
Recruitment & Deployment	Time to Hire: Average number of days from submission of recruiting request to issuance of offer letter:			
	• Specialist, Professional (Science, Psychology, Law etc.)	**50 days**	37 days	44 days
	• Management	**40 days**	32 days	49 days
	• Corporate Roles (Finance, IT, Policy)	**40 days**	33 days	43 days
	• Social and Related Front-line Positions	**35 days**	29 days	26 days
	• Clerical and Administrative Positions	**15 days**	29 days	36 days
Learning Services	Self-assessment of the degree to which the employee will be able to apply the learning on the job	**90%**	78%	76%
	Utilization rate for face-to-face courses	**95%**	81%	81%
	Percentage increase in e-learning usage	**25%**	24%	39%
Organizational Design, Classification & Compensation	Were you provided with a job description/job profile that accurately reflected the functions or qualifications you required?	**90%**	74%	77%
	Turnaround for new job profile *	**Within 10 days**	92%	83%
	Turnaround for adjustment to existing job profile *	**Within 2 days**	58%	68%
Employee Life Cycle (Data entry into Corporate Human Resource Information and Payroll System - CHIPS)	Turnaround for changes to employee information **	**98%**	N/A	100%
	All data transactions will be processed without error **	**100%**	88%	98%

			2012/13	2013/14
Service	**SLA Commitment**	**Target**	**Achievement**	**Achievement**
Performance Management	Turnaround time from point of service request to first performance coaching interaction	**48 hours**	99%	99%
	Self assessment by the performance coaching customer that their performance improved as a direct result of coaching	**90%**	76%	76%
Labour & Employee Relations	Turnaround time from point of service request to first contact with an investigator	**1 business day**	100%	100%
	Percentage of grievances resolved prior to proceeding to full arbitration hearings	**95%**	98%	98%
	Approval rate of exclusion requests that are negotiated with the union.	**90%**	86%	95%
Workplace Health & Safety	An Early Intervention and Return to Work Specialist develops an individualized case plan after an employee absence of 6 weeks	**Within 10 weeks of the first day of absence**	92%	98%
	Provide an Occupational Health nursing review of diagnostic, treatment and rehabilitation issues	**Within 8 weeks of the first day of absence**	98%	99%
Business Consulting	Turnaround time from point of service request to first interaction	**1 business day**	100%	100%
	The degree to which the business consultant delivered on the contract commitment	**100%**	100%	100%
Reporting and Analysis	Turnaround (in days) to restore accurate reporting and access to the Information and Management and Analysis system	**1 business day**	100%	100%
LeanBC Office	Turnaround time from point of service request to first interaction.	**1 business day**	N/A - didn't report on this last year	90%
	The degree to which the Lean consultant supported clients to meet Lean requirements	**100% of clients met targets**	100%	100%

* In cases where requests to create or revise job profiles include multiple requests (sometimes up to 20 or 30) a revised service standard is negotiated. Due to a large scale project, the Agency has negotiated a separate service agreement with Forests, Lands and Natural Resource Operations; the average number of days to complete a new job profile for the ministry was 15 days in 2013/14.

**Data for 2013/14 is only available since December 1, 2013 due to transition of data entry services to Telus Sourcing Solutions Inc. (TSSI) as of June 2013, which required TSSI to have tracking system in place by December 2013.

B. Agency Performance Against Service Quality and Experience Measures

Average Annual Satisfaction by Business Line

Service	Fiscal Year 2011/12 (%)			Fiscal Year 2012/13 (%)			Fiscal Year 2013/14 (%)		
	Service Quality	Service Experience	Overall Satisfaction	Service Quality	Service Experience	Overall Satisfaction	Service Quality	Service Experience	Overall Satisfaction
Recruitment & Deployment	51	55	53	62	61	62	68	66	67
Learning*	76	71	74	81	66	77	82	66	77
Organizational Design, Classification & Compensation	54	53	53	58	56	57	63	61	62
Employee Life Cycle	49	50	50	53	50	51	66	62	64
Performance Management	58	58	58	70	70	70	73	71	72
Labour & Employee Relations	67	69	69	66	70	69	72	73	73
Workplace Health & Safety	63	65	64	69	70	69	69	70	70
Reporting & Analysis	58	59	59	54	53	53	65	64	64
Overall Agency Average	**61**	**58**	**60**	**72**	**62**	**67**	**76**	**66**	**72**

Overall Satisfaction by Business Line

Service	Fiscal Year 2011/12 Overall (%)	Fiscal Year 2012/13 Overall (%)	Fiscal Year 2013/14 Overall (%)
Recruitment & Deployment	53	62	67
Learning	74	77	77
Organizational Design, Classification & Compensation	53	57	62
Employee Life Cycle	50	51	64
Performance Management	58	70	73
Labour & Employee Relations	69	69	74
Workplace Health & Safety	64	69	69
Reporting & Analysis	59	53	63
Overall Agency Average	**60**	**67**	**72**

C. Agency Financial Performance For Core Human Resource Services

			2010/11	2011/12	2012/13	2013/14
Service	Performance Description	Measure	Performance	Performance	Performance	Performance
Recruitment & Deployment	Average costs for hiring on a transactional basis	Dollar cost per hire	$367	$367	$372	$379
Learning	Cost of Corporate Learning Activities	Dollar cost per employee	$143	$127	$128	$142
Organizational Design, Classification & Compensation	Average costs for classifications on a transactional basis	Dollar cost per classification	$448	$420	$455	$612
Disability & Rehabilitation	Average cost per case management service	Dollar cost per case	$631	$538	$546	$590
Business Performance	Cost for reporting requests (e.g. Short Term Illness and Injury Plan reporting)	Dollar cost per report	$73	$61	$70	$65
Labour and Employee Relations	Step one and two grievances	Dollar cost per resolution	$241	$226	$408	$237
	Individual case management: Settled		$1,457	$1,495	$1,547	$1,353
	Expedited arbitration		$4,290	$4,858	$6,047	$4,689
	Major case: Settled		$6,331	$7,829	$6,452	$6,914
	Full arbitration		$23,656	$27,652	$27,081	$47,434

BRITISH COLUMBIA
BC Public Service

Where ideas work

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